



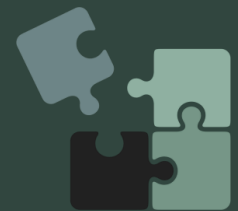
Reflection on 35 years...

WSHPCO Fall Conference

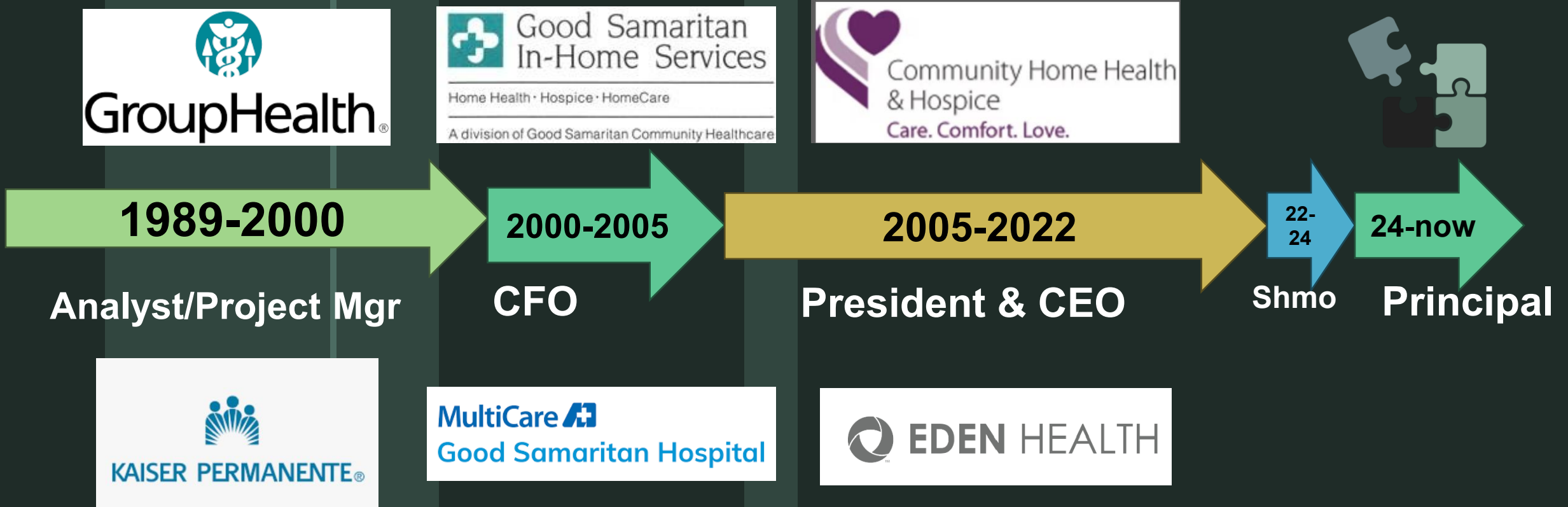
October 20, 2025

Presented by Greg Pang, MHA, Principal
Gregpangconsulting.com

Slide Deck available after presentation

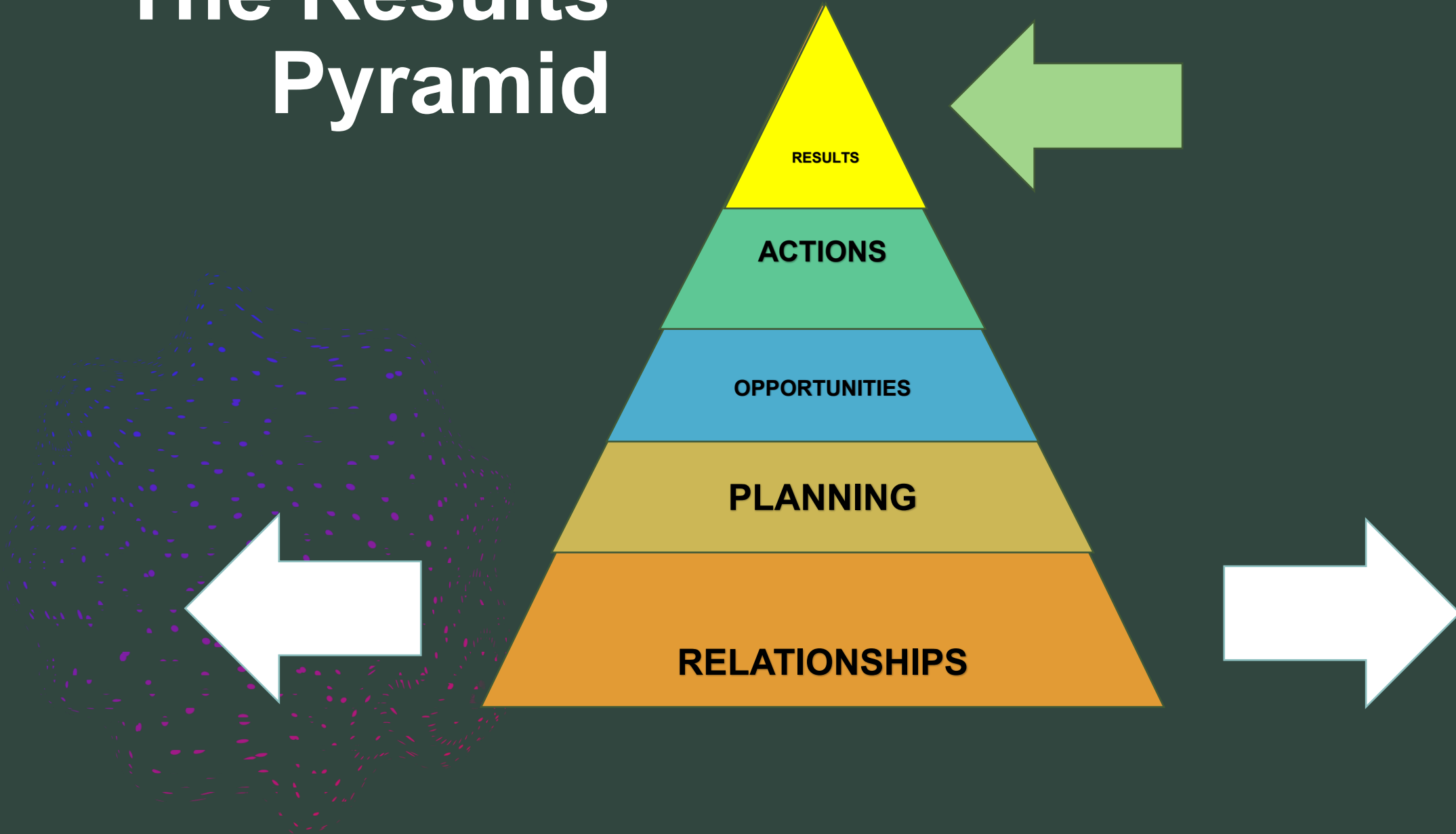


My Bio Timeline

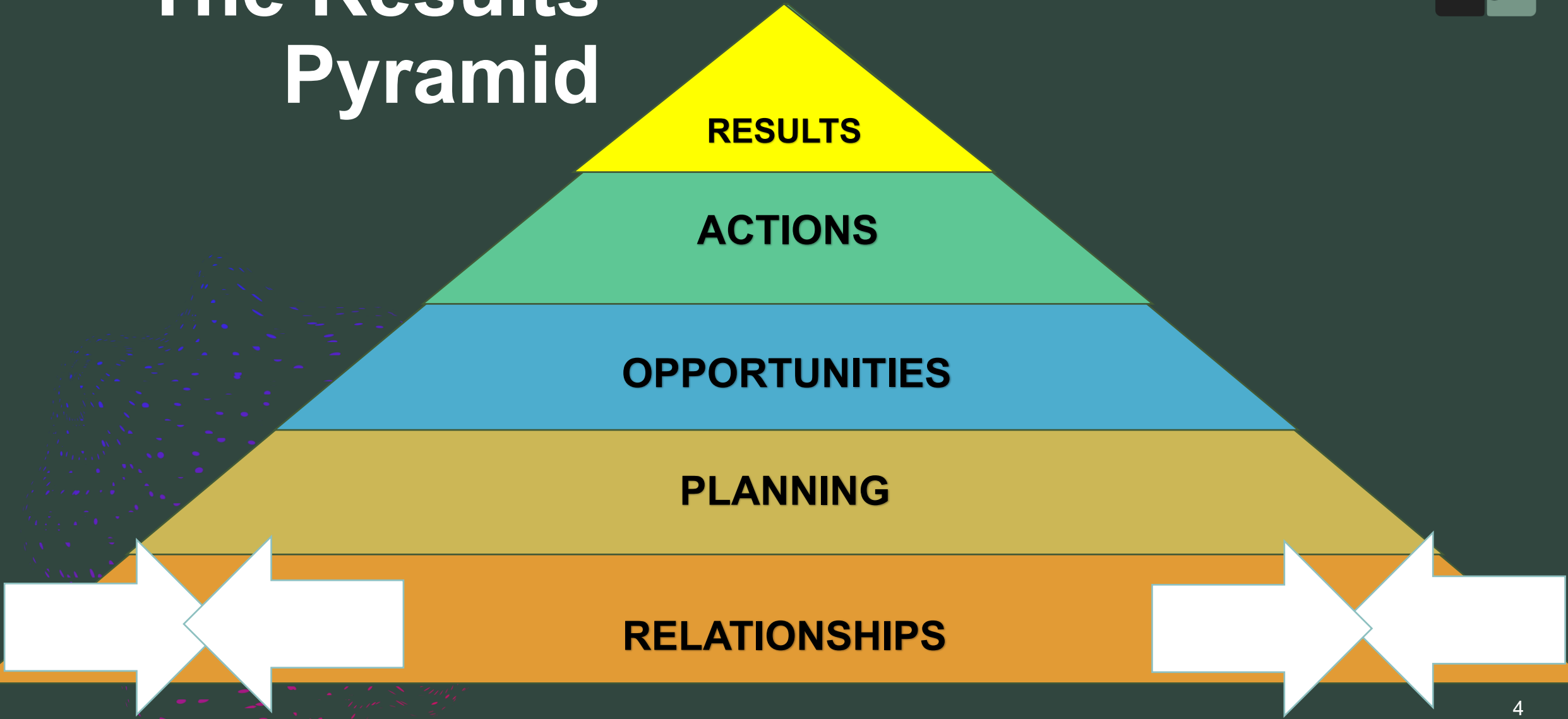




The Results Pyramid

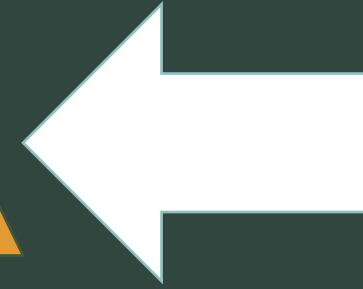
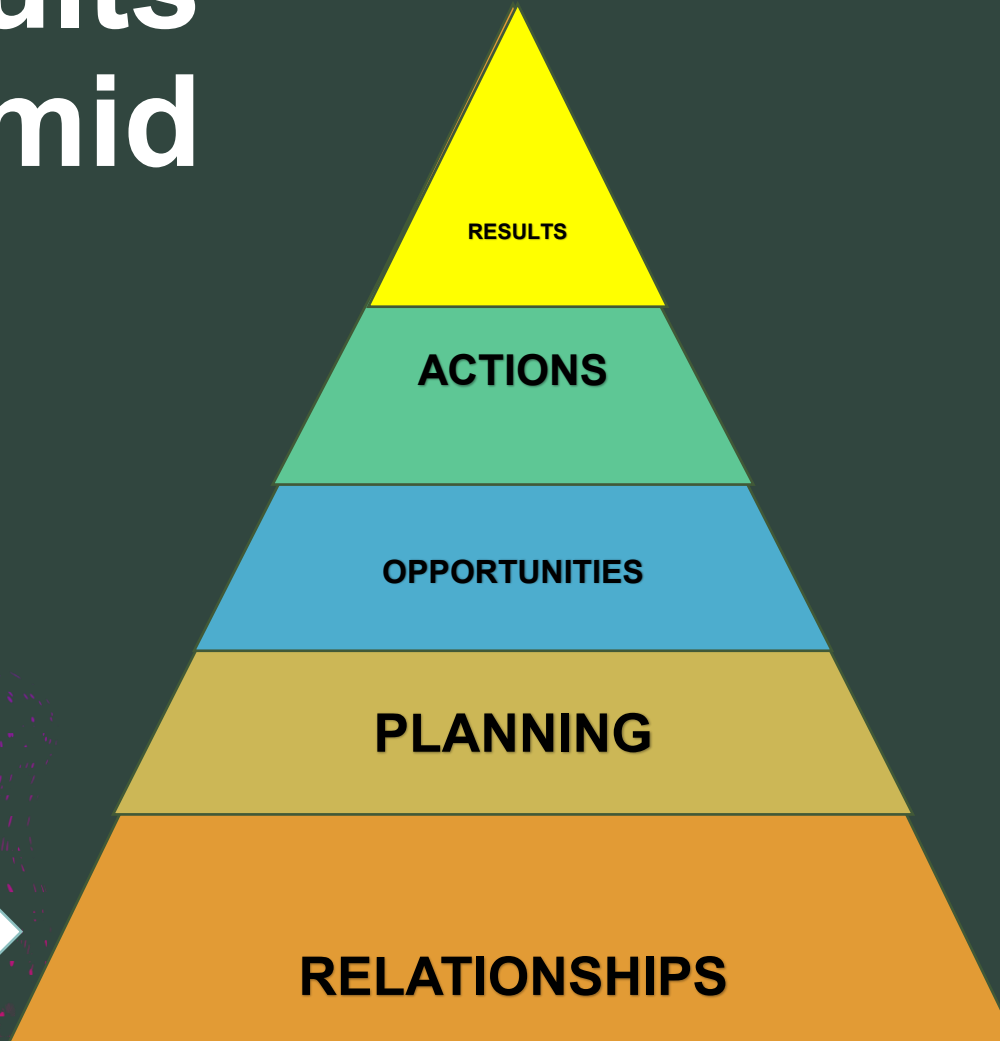
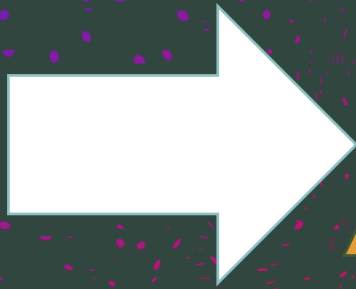


The Results Pyramid

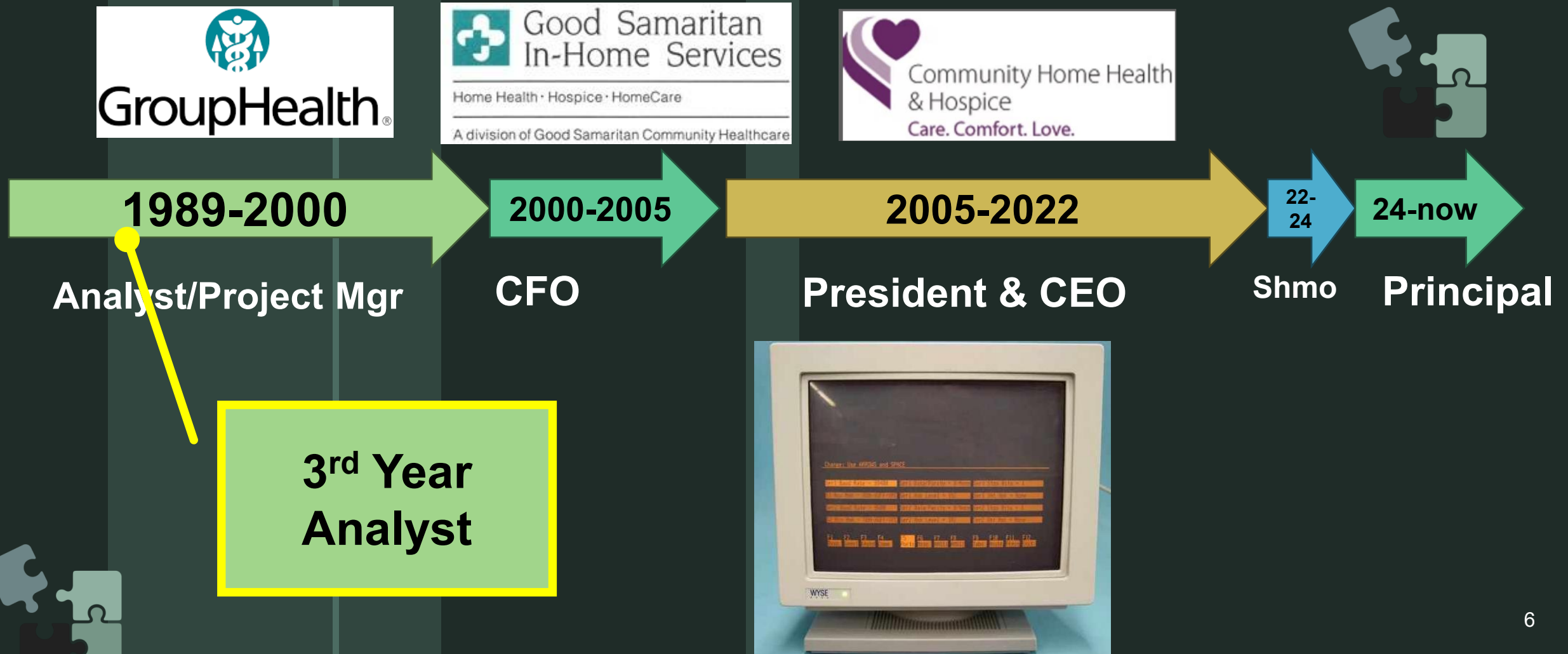




The Results Pyramid

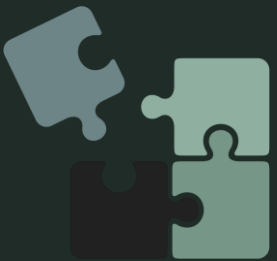


My Bio Timeline



Greg's Evaluation: AVERAGE

- Analyses are generally accurate
- Doesn't see the "big picture". Sees the trees but not the forest.
- Does not make actionable recommendations.
- Not Assertive



Perception is Reality



- The “Bean Counter”
- What does “Bean Counter” mean?:
 - Describes data
 - Doesn’t really impact or make important decisions
 - Forte; Budgets, Financials, Computers (Geek Squad)
- Accept the Truth
- Years to create = years to change



Moving on...

- No surprise performance evaluations.
- Looked for projects outside of my job description to learn everything I could.
- Asked for routine feedback from colleagues about my analyses, and conclusions that could be drawn.
- Absorbed the political and healthcare landscape.

RESULTS:

- My Work became highly valuable to the organization, invited to participate at high level decision making mtgs
- 3 promotions in the remaining 8 years
- Pushed out of the nest to become the CFO at Good Samaritan.
- Pushed out of the nest to become President & CEO of Community Home Health and Hospice...





The Results Pyramid



My Bio Timeline



1989-2000

Analyst/Project Mgr



2000-2005

CFO



2005-2022

President & CEO

22-24

Shmo

24-now

Principal

3rd Year CEO

Perception is Reality

....And There Are Areas Of Development For Him.

“He is often seen as a micro manager.”





The Results Pyramid



My Bio Timeline



Disengagement is a Discipline



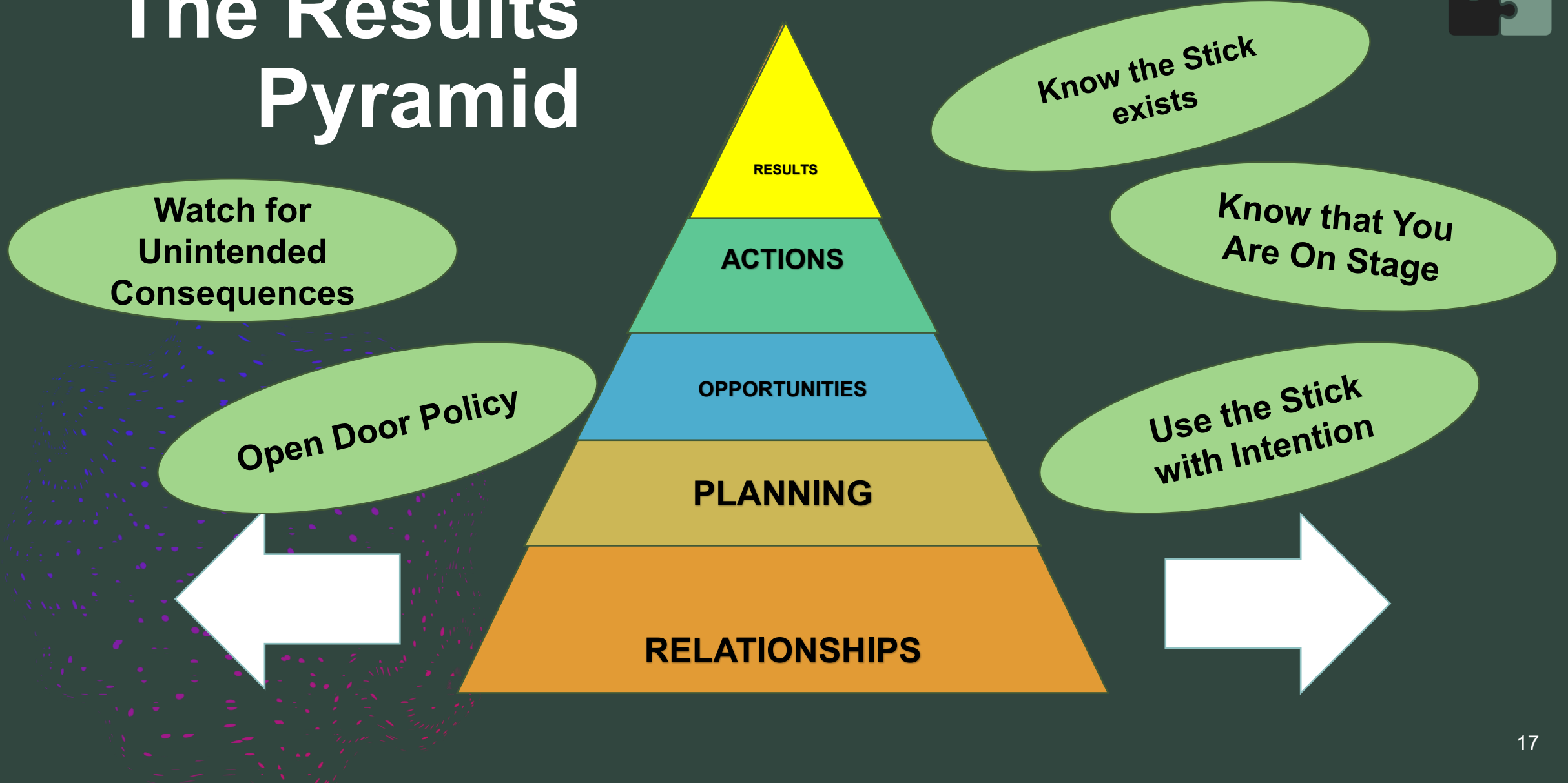
The Stick...

- Is Invisible, but it's there
- The higher up you go in an organization, the bigger the stick gets.
- The Stick WILL magnify YOUR behaviors to staff
 - Criticisms are magnified 10x
 - Compliments/Acknowledgments are magnified 10x
 - The example you set is magnified 10x
- YOU are on stage whether you like it or not.

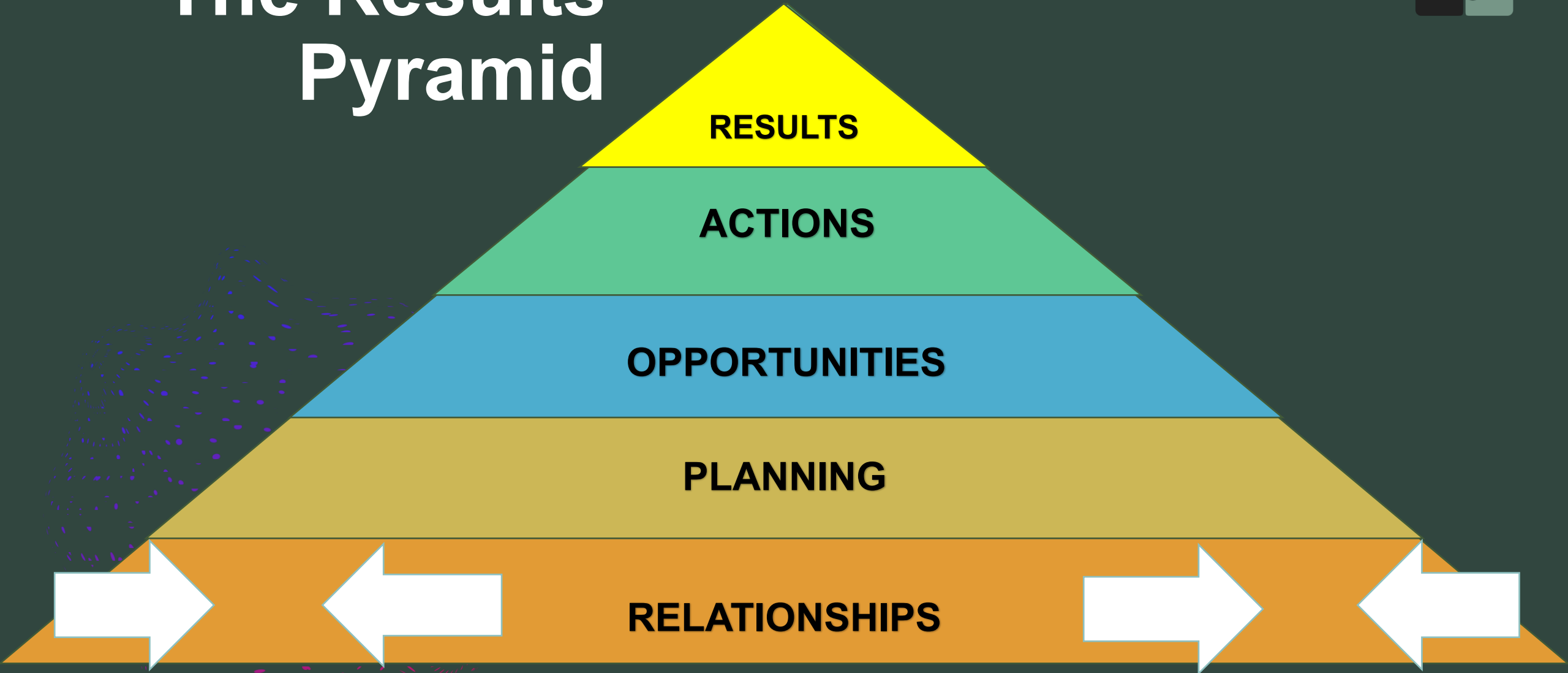




The Results Pyramid



The Results Pyramid



Questions/ Comments?

THANK YOU SO MUCH!!





The Canvas

YOUR picture is unique to
YOU.

Who has painted on YOUR
canvas?

